

Application Summary Awarded Amounts

Scoring Total:

ESG CY 2014

115.00

\$120,000.00

Denial Reason:

Scoring Results

Deficiencies

Applicant Name and Location

Organization Name:*

Shelter House Community Shelter and Transition Services

Project Name(s) (Enter more than one if for multiple projects):*

Shelter House Rapid Rehousing Project; Shelter House Shelter Operations

Organization Address*

Street Address:

429 Southgate Ave.

City

State:

Zip Code:

Iowa City

IA

52240

County:*

JOHNSON

Organization Contact Information*

Action	Role	First Name	Last Name	Phone	Fax	Email	Other - Role Description
	Executive Director	Christina	Canganelli	(319) 351-0326	(319) 358-7132	crissy@shelterhouseiowa.org	
	Program Manager	Mark	Sertterh	(319) 351-0326	(319) 358-7132	mark@shelterhouseiowa.org	

Applicant DUNS #:*

Applicant Tax Identification Number (TIN)/Employer Identification Number (EIN):*

Phone number for clients to access your services:*

(319) 351-0326

Please provide a brief summary of the project, including project goals, project fit within your organization, and target population. (200 words or less; information may be shared publicly.)*

Shelter House targets the general homeless population (men, women, children, the disabled and elderly). Drop-In Services are available to anyone in need and ensure outreach to the unsheltered homeless. Both emergency shelter (maximum 30 days) and short-term transitional shelter (maximum 90 days) are available. Short-term transitional clients are required to participate in the STAR Program. STAR Case managers provide the full spectrum of housing stability services necessary to assist clients in overcoming immediate barriers to obtaining and maintaining housing. STAR services further include the full spectrum of essential services including child care, education, employment assistance, job training, health and legal services, life skills, mental health services, substance abuse treatment, and transportation assistance. Clients have access to the program resources for up to six months beyond their stay at Shelter House. Progress is demonstrated by: increased housing stability, increased income, and increased participation in the workforce. The continuation of Rapid Rehousing Services increases both efficiency and impact of existing service offerings. Rapid Rehousing Services are offered with the purpose of shortening the period of time that persons experience homelessness (thus providing greater turnover in shelter beds and increasing access to shelter), and increasing housing placement and retention.

Add Scoring Comments:

Threshold Items

Answers in this section are used to determine general applicant eligibility and eligibility for competition priority bonus points.

1. Recipient Type*

501(c) Non Profit

2A. Is your agency a Transitional Housing/Shelter provider applying for ESG funds in the Shelter category (either Essential Services or Operations)?*



Yes



No

2B. If answering yes to the above question, did your agency receive Iowa ESG statewide program funding during the period from July - December 2010? If not, STOP. It is a federal requirement under the ESG Interim Rule that Transitional Housing/Shelters may be eligible for further ESG funding ONLY if they also received funding during Federal Fiscal Year 2010, which in Iowa corresponds to the above dates. If answering no to the above question, answer Not Applicable here.*

Not Applicable

3. Will your agency have either a completed independent financial audit or completed independent reviewed financial statements, performed by a Certified Public Accountant and reflecting financial activity at least through 8/31/2011, to submit with this application? If not, STOP! Completed, current, and independently reviewed financial statements or audit are required for eligibility.*



Yes



No

4. Which of the following ESG service activities is your agency applying to provide?*



Street Outreach



Shelter



Homelessness Prevention



Rapid Rehousing

5. Which of HUD's four Homeless Categories does your project intend to serve (select all that apply)?*



Category 1: Literally Homeless

- ☐ Category 2: Imminent Risk of Homelessness
- ☐ Category 3: Homeless Under Other Federal Statutes
- ☒ Category 4: Fleeing/Attempting to Flee Domestic Violence
- ☐ At Risk of Homelessness (only for Homelessness Prevention assistance)
- Details of HUD's four Homeless Categories can be found at this link.

6. Describe the targeted population your project intends to serve (select all that apply).*

- ☒ Men
- ☒ Women
- ☒ Adult Couples
- ☒ Families with Children
- ☒ Youth (less than 25 years of age)
- ☒ Persons Fleeing Domestic Violence
- ☒ Veterans
- ☒ Persons with Substance Use Disorders
- ☒ Persons with Severe Mental Illness
- ☒ Persons with HIV/AIDS
- ☒ Persons with Disabilities
- ☒ Persons who are Chronically Homeless
- ☐ Other

7. Select the counties your project will serve. You may utilize the Control or Shift keys on your keyboard to select multiple counties or groups of counties.*

County
JOHNSON

Add Scoring Comments:

Competition Priorities

The questions in this section are optional. They will be scored for possible Priority Bonus Points.

1. Describe the services your program offers to families with children. How does the agency ensure that children are enrolled in school, connected to appropriate services, and aware of their eligibility for McKinney-Vento education services? Note that if providing emergency shelter to families with children under age 18, the age of a child under age 18 must not be used as a basis for denying any family's admission to the shelter. (3 priority bonus points)

Shelter House provided emergency shelter for 98 children from 64 households between 1/1/2012-12/31/2012 (16% of total persons served). In Shelter House's work with families who have children, we focus on addressing the complex needs they face: finding safe affordable housing, obtaining gainful employment, accessing mainstream resources (FIP, Medicaid, SNAPs), school enrollment and access to child care.

Families have access to case management and outreach support through the Supported Training and Access to Resources Program (STAR). A function of the STAR Program is to assist participants in obtaining mainstream resources and connecting them with other local programs and services.

As part of the case management process, clients develop an individual goal plan that guides their progress through a series of action steps, to obtain their stated goals. Case Managers work with participants to identify what mainstream services and financial assistance they are eligible for including but not limited to: FIP, Medicaid, Iowa Cares, SSI/SSDI, SNAPs, Section 8 and other subsidized housing programs, Vocational Rehabilitation and services through MHDS and DHS. They further assist participants in initiating referrals, applying for mainstream resources as well as assisting the client in following through with eligibility processes, appointments and paperwork documentation. Many applications are completed within the first two weeks of a client's enrollment in the case management program for services such as FIP, Child Care assistance, SNAPs, Iowa Cares and Medicaid.

In addition to mainstream resources, case managers identify services from local service providers that address clients' needs and assist in their overall stabilization. We work with a number of local service providers and institutions in Johnson County such as: Crisis Center, UIHC, Successful Living, Optima Life Services, Mid-Eastern Council on Chemical Abuse, Mid-Eastern Iowa Community Mental Health Center, Free Medical Clinic, Goodwill Industries of the Heartland, Veteran's Administration, the Iowa City Community School District, Domestic Violence Intervention Program, and the Furniture Project.

Another core component of STAR case management services is the focus on obtaining gainful employment and affordable housing. Staff works individually with clients to obtain employment that is a match for their skills, abilities, interests while taking into consideration the person's work history. STAR also offers employment training and supported employment through subsidized work placements with several businesses and non-profit organizations in the community. Once stable employment or other income is secured, clients receive assistance with a housing search. Shelter House has established a number of positive working relationships with landlords that offer opportunities for more affordable housing, efficiencies and single room occupancy units. We assist with the rental application fee and partial security deposit to help alleviate upfront housing costs as a barrier to obtaining housing. For clients eligible for subsidized housing for families, elderly and disabled we assist with the application process for those properties.

Each year, Shelter House serves a number of individuals that have significant disabling conditions that limit their ability to find and maintain gainful employment and therefore afford adequate housing. For these clients case managers assist with the application process for SSI/SSDI which requires several steps from initial application, expediting cases with Senators' Offices, assisting in collection of medical documentation, submission of function and other disability determination reports as well as assistance in following through with any medical appointments. In cases where clients do not have sufficient mental health or other psychological screenings, Shelter House utilizes our on-site collaboration with the Counseling Psychology PhD program through The University of Iowa, to complete psychological screenings. Additionally, through collaboration with Mary Hoeffer's Law Firm, Shelter House offers on-site legal assistance for clients in the appeals process for SSI/SSDI.

Case management staff works closely with Iowa City Community School District (ICCS) to assist families in enrolling in school (Shelter House's current home school is Longfellow) and ensuring that children are successful within the school setting. This is done in collaboration with the parents, teachers, Family Resource staff and other support providers such as remedial services providers. If there are any issues with enrollment or transportation, we work side-by-side with the district's Liaison for Homeless Students whose priority and commitment is to ensure that no school-age child experiencing homelessness in the district will miss school and that there is continuity in their schooling such that the child will remain in the same school that they are placed for the duration of that academic year.

2. Describe any special services your program offers to veterans. During the 2012 calendar year, how many veterans were served by your program? How does this compare to the total number of clients served? (3 priority bonus points)

Shelter House provided shelter to 92 veterans (total number of non veterans 520) in the 2012 calendar year. Veterans are therefore 15% of the total population served and 18% of all adults served. Shelter House has a Transitional Living Program (TLP) funded through VA Grant and Per Diem. In November of 2011 Shelter House began program operations for the TLP which has 14 beds designated for eligible veterans that they can have access to for up to two years. As part of the program vets receive case management and vocational services that assist them in finding employment, saving and budgeting for future housing costs, accessing medical care, establishing long-term housing resources and applying for VA benefits and services.

Shelter House also was just awarded continuation of the Homeless Veterans' Reintegration Program through the Department of Labor. This is the 3rd year receiving this funding that is designed to increase job placement, training, job development, career counseling, resume preparation, for qualifying veterans. Supportive services such as clothing, provision of or referral to temporary, transitional, and permanent housing, referral to medical and substance abuse treatment, and transportation assistance are also provided to meet the needs of this target group.

3. Describe any special services your program offers to persons who are chronically homeless, according to HUD's March 2013 proposed definition of Chronically Homeless (see the link below for more information). During the 2012 calendar year, how many chronically homeless persons were served by your program? How does this compare to the total number of clients served? (3 priority bonus points)

Shelter House provided shelter and support services for 99 individuals meeting the definition of chronically homeless. This represents 16% of the total population (612) served and 19% of all adults served (514).

Shelter House provides outreach to this more service resistant population through two primary points of access:

- 1) Shelter House case managers attend the Free Lunch Program on a regular basis to reach out to individuals who do not typically come into the shelter and are living on the street. The Free Lunch Program is a venue that offers a non-threatening environment in which to establish a rapport and begin to engage individuals.
- 2) Shelter House offers daily Drop-In Center services for anyone in the community in need. Many chronically homeless individuals access the shelter at this time to take a shower, do their laundry and then simultaneously visit with staff. Again, this is a low-impact non-threatening approach through which to begin to build rapport.

These two activities occur with the primary intent of outreach to service resistant, chronically homeless persons.

Information regarding HUD's proposed definition for Chronically Homeless is available through this link (part of the rule for the Rural Housing Stability Program).

4. Is your agency committing to utilize at least half of any grant received to serve a rural area, defined here as outside a Metropolitan Statistical Area (MSA)? If so, describe. Briefly, MSAs in Iowa are Ames, Cedar Rapids, Davenport, Des Moines-West Des Moines, Dubuque, Iowa City, Council Bluffs, Sioux City, and Waterloo-Cedar Falls (some counties are also included; see the link below for more information). (3 priority bonus points)

Shelter House is not able to commit to utilizing at least half of the grant award received to serve rural areas. It is not in our clients' best interest. Whereas some rental housing may be available in the rural areas of the county, the transportation barriers and limited employment opportunities that our clients would face if placed in these areas would prevent such a placement from being viable and sustainable.

For more information about MSAs in Iowa, click on this link for the Iowa Data Center.

5A. Is your agency a current recipient of an Iowa Statewide Emergency Solutions Grant to provide services during the 2013 calendar year? (This would be either the Federal Fiscal Year 2011 Phase II ESG or the Federal Fiscal Year 2012 Part 2 ESG grant from the Iowa Finance Authority.)

☒ Yes ☐ No

5B. If yes to the above question, has the agency expended at least 25% of the total grant on eligible expenses, by June 30, 2013? Reimbursement requests demonstrating this must have been received at the Iowa Finance Authority no later than July 10, 2013; to receive points, Iowa Finance Authority records must also demonstrate that the agency has submitted timely and accurate grant documentation, participated in grant conference calls, or other measures of grant management. (3 priority bonus points)

☒ Yes ☐ No

6A. Did your agency receive any of the grants listed below during the previous three program years (check all that apply)?

- ☒ 2012 Iowa Statewide Emergency Solutions Grant (January 1 - December 31, 2012)
- ☐ 2012 Shelter Assistance Fund Grant (January 1 - December 31, 2012)
- ☒ 2011 Homeless Assistance Program Grant (combined ESG & SAF; January - December 2011)
- ☒ 2010 Emergency Shelter Grant (July - December 2010)
- ☐ None of the above

6B. For each of the grants checked above, list the total amount granted and the total amount approved for reimbursement (list separately). To receive points, Iowa Finance Authority records must also confirm spending of at least 80% of the grant total each year. (5 priority bonus points)

2010 ESG:

Total Granted: \$13,000

Total Approved for Reimbursement: \$13,000

2011 HAP Grant:

Total Granted: \$25,000

Total Approved for Reimbursement: \$25,000

2012 Iowa Statewide ESG:

Total Granted: \$22,000

Total Approved for Reimbursement: \$22,000

Project Design

1A. How many clients does your project propose to serve with the funding requested in this application? Specify through which type of service(s).*

Shelter Operations: 630; Rapid Rehousing: 40 households (for an estimated total of 120 persons served)

1B. Describe how this number was determined, including your anticipated cost per client, per type of service(s). (2 points)*

Shelter Operations: The proposed number of 630 is slightly higher than last year's shelter total count of 612 with the anticipation that continuation of Rapid Rehousing Services will allow clients to transition out of the shelter more quickly into their own rental housing thus allowing for greater bed turnover in the shelter. If this request is fully funded at \$30,000 for shelter operations with the estimated total client count of 630,

the cost per client would be \$47.62.

Rapid Rehousing: The proposed number of households is less than the current year's projection based on the limited availability of funds and the fact that there must be a minimum investment per household (rent assistance) to have an impact. Based on current average expenditures per household and given that the request is fully funded at \$120,000, 40 households was set as the target with an estimated total of 120 persons served. The total program cost per household would therefore be \$3,000 or \$1,000 per person. The total rental assistance (\$72,550) per household would average \$1,813.75 or \$604.58 per person.

2. How will your agency meet the requirements for Habitability and Lead-Based Paint Inspections? Note that requirements exist for both Shelters and agencies providing Homelessness Prevention or Rapid Rehousing assistance. (2 points)*

If awarded rapid rehousing funding, Shelter House will continue to partner with HACAP to perform lead-based paint inspections built prior to January 1978 (for applications with children younger than six years of age) as well as habitability inspections. Shelter House and HACAP have a Memorandum of Understanding of this partnership for the current 2011 ESG Phase II funding for rapid rehousing; this collaboration is anticipated to continue without interruption.

For properties that do not require lead-based paint inspections, Shelter House staff has training and experience in conducting habitability inspections. Shelter House staff will continue to utilize HUD's Habitability Standards Inspection Checklist, and staff will certify that the property meets the required standards and therefore make the determination that the property would be approved for rapid rehousing financial assistance. In the event that a property fails to meet the habitability standards, landlords/property managers will be given the opportunity to make corrections at which point a subsequent inspection will be scheduled.

With respect to the provision of shelter, Shelter House moved all operations to the new shelter facility located at 429 Southgate Avenue in Iowa City in November of 2010. As the facility is newly constructed lead based paint does not present a threat. The facility was built to code (including fire code), has passed all inspections by both the City and County Health Department and is inspected annually by City officials.

The new facility was designed and built for the express purpose of providing shelter operations and essential services to the general population (with a sleeping capacity of 70). A keen eye was given to the issues of the health, safety and well-being of our clients as this related to the design of spaces. The facility is equipped with security cameras, fire alarms (including emergency lighting), sprinklers, and controlled access to sleeping areas by gender and household structure, while increasing staff all to ensure client safety. The facility is cleaned on a regular basis with living and bathing areas cleaned daily other areas cleaned weekly. Residents share in cleaning responsibilities, however the majority of the work is done by Shelter House's own staff and janitorial crew (Fresh Starts which provide employment training and placement for individuals with serious persistent mental illness in our permanent supportive housing program, the Fairweather Lodge). All areas of the facility are accessible.

Each resident has a bed (single men and women are in dormitories while families have their own room). Single adults are able to secure their property in individual lockers while families can secure items in their private sleeping room. Each dormitory is accessed by a unique key pad code and each family has its own unique key pad code (for both sleeping room and bathroom).

The facility again is built to code all areas meet ventilation requirements; interior air is free of pollutants. The water supply comes from the City of Iowa City and is free of contamination. All residents have access to sanitary facilities which are maintained in proper operating condition. Single adults have gender specific dormitory style bathrooms while each family has its own bathroom.

The shelter is equipped with a geo-thermal system; all systems are maintained in proper operating condition. Much thought was given to the use of both natural and artificial light within the facility the use of which has had a dramatic positive impact on the overall living and working environment.

Food preparation is done in an on-site commercial grade kitchen which is staffed by 3 fulltime culinary professionals. Shelter House provides food service not only for shelter residents but for other area not-for-

profits and businesses, the kitchen is therefore certified by the County Health Department.

3. How will your agency ensure that program participants are assisted in obtaining mainstream services and financial assistance for which they may be eligible? Consider housing, social services, employment, adult education, youth programs, etc. (6 points)*

If awarded funding for rapid rehousing services, participants served by the program would have access to case management and outreach support through the Supported Training and Access to Resources Program (STAR). With respect to funds awarded for shelter operations, all Shelter House residents have access to the STAR Program through which the full spectrum of essential services are provided. A function of the STAR Program is to assist participants in obtaining mainstream resources and connecting them with other local programs and services.

As part of the STAR case management process, clients develop an individual goal plan that guides their progress through a series of action steps, to obtain their stated goals. Case Managers work with participants to identify what mainstream services and financial assistance they are eligible for including but not limited to: FIP, Medicaid, Iowa Cares, SSI/SSDI, SNAPs, Housing Choice Vouchers and other subsidized housing programs, Vocational Rehabilitation and services through MHDS and DHS. They further assist participants in initiating referrals, applying for mainstream resources as well as assisting the client in following through with eligibility processes, appointments and paperwork documentation. Many applications are completed within the first two weeks of a client's enrollment in the case management program for services such as FIP, Child Care assistance, SNAPs, Iowa Cares and Medicaid.

In addition to mainstream resources, case managers identify services from local service providers that address clients' needs and assist in their overall stabilization. We work with a number of local service providers and institutions in Johnson County such as: Crisis Center, UIHC, Successful Living, Optima Life Services, Mid-Eastern Council on Chemical Abuse, Mid-Eastern Iowa Community Mental Health Center, Free Medical Clinic, Goodwill Industries of the Heartland, Veteran's Administration, the Iowa City Community School District, Domestic Violence Intervention Program, and the Furniture Project.

Another core component of STAR case management services is the focus on obtaining gainful employment and affordable housing. Staff works individually with clients to obtain employment that is a match for their skills, abilities, interests while taking into consideration the person's work history. STAR also offers employment training and supported employment through subsidized work placements with several businesses and non-profit organizations in the community. Once stable employment or other income is secured, clients receive assistance with a housing search. Shelter House has established a number of positive working relationships with landlords that offer opportunities for more affordable housing, efficiencies and single room occupancy units. We assist with the rental application fee and partial security deposit to help alleviate upfront housing costs as a barrier to obtaining housing. With the addition of Rapid Rehousing Services we are now able to expedite the transition to rental housing and subsidize rental costs for an extended period thereby enhancing the sustainability of the overall transition from shelter to more permanent housing. For clients eligible for subsidized housing for families, elderly and disabled we assist with the application process for those properties.

Each year, Shelter House serves a number of individuals that have significant disabling conditions that limit their ability to find and maintain gainful employment and therefore afford adequate housing. For these clients case managers assist with the application process for SSI/SSDI which requires several steps from initial application, expediting cases with Senators' Offices, assisting in collection of medical documentation, submission of function and other disability determination reports as well as assistance in following through with any medical appointments. In cases where clients do not have sufficient mental health or other psychological screenings, Shelter House utilizes our on-site collaboration with the Counseling Psychology PhD program through The University of Iowa, to complete psychological screenings. Additionally, through collaboration with Mary Hoeffer's Law Firm, Shelter House offers on-site legal assistance for clients in the appeals process for SSI/SSDI.

In Shelter House's work with families with children, we focus on addressing the complex needs they face: finding safe, affordable housing, accessing mainstream resources (FIP, Medicaid, SNAPs), school enrollment and access to child care. Case management staff works closely with Iowa City Community School District (ICCS) to assist families in enrolling in school (Shelter House's current home school is

Longfellow) and ensuring that children are successful within the school setting. This is done in collaboration with the parents, teachers, Family Resource staff and other support providers such as remedial services providers. Regarding any issues with enrollment, transportation or continuity of schooling, we work side-by-side with the district's Liaison for Homeless Students whose priority and commitment is to ensure that no school-age child experiencing homelessness in the district will miss school and that there is continuity in their schooling such that the child will remain in the same school that they are placed for the duration of that academic year.

4. How will your agency determine and prioritize which eligible families and individuals will receive assistance? If your agency uses any kind of standardized assessment tool such as a vulnerability index, acuity scale, or service prioritization decision assistance tool, describe this. Also specify any policies and procedures regarding a wait list, or turning away clients if at capacity. (6 points)*

Rapid Rehousing:

Shelter House has established Rapid Rehousing Services during the first two quarters of 2013 and has an established method of determining housing sustainability for applicants as approved by the Iowa Finance Authority with the FY13 Phase II ESG Award. The Housing Sustainability assessment tool will continue to guide funding decisions as we plan to fund applications that prove to offer long-term housing stability for clients. The sustainability measure for rapid rehousing documents the applicant's net monthly income and monthly housing costs based upon their proposed unit and determines if the monthly housing costs are at or below 50% of the client's net monthly income. Monthly housing costs exceeding 50% of net monthly income would leave the individual or family housing cost burdened and therefore might be unsustainable. For those on fixed incomes due to a disabling condition, the program manager may make an exception for housing assistance if the individual or family is very connected to other mainstream resources. Prioritization for approval would be for clients that have the ability to afford their housing long-term. Case management and individualized support will be provided to assist clients in securing housing or increasing income to meet this sustainability measure. Other sources of support and non-cash benefits that offset housing costs (such as SNAPs or LIHEAP energy assistance) may be considered when determining sustainability.

This measure will identify applicants that have considerable barriers that without assistance would have inordinate challenges in transitioning from homelessness. This includes but is not limited to clients with mental illness, substance abuse or co-occurring disorders, chronic medical or physical health conditions and chronically homeless. In the case that Shelter House has a wait list for rapid rehousing assistance; applicants will be prioritized for assistance on the basis of both sustainability and vulnerability.

As part of the rapid rehousing application process clients will complete a Housing Options/ Financial Resources & Support Networks Assessment that looks at a variety of indicators that evaluate a client's status in the following areas: application for Section 8 or other subsidized housing, current financial resources, employment plan for each adult in the household, application for local financial assistance (General assistance, local churches, LIHEAP etc.), familial support networks and verification of bank account balances. This information informs case management staff as to what existing stabilization resources clients currently have to assist them with their housing stability which can be used to both determine program eligibility as well as overall potential for stability. For example, if a client has been approved for a rent subsidy such as Section 8 or VASH, they would not be eligible for rapid rehousing rental assistance but might receive one-time assistance for security deposit.

Shelter Operations:

Once assigned a bed, at Shelter House it is yours for the duration of your stay (either emergency with a maximum of 30 days or short-term transitional with a maximum of 90 days). With respect to initially accessing shelter beds, a wait list is started each evening for persons seeking entry to the shelter. Individuals are served on a first come first served basis with the exception that families and individuals with disabling conditions receive preference.

5. Answer all of the following that apply to your program. (8 points total)

A. If providing Street Outreach services, how will your program support homeless households in achieving

some form of permanent, stable housing?

N/A

B. If providing Shelter (including eligible transitional shelter), how will your program help participants to quickly and effectively access some form of permanent, stable housing?

Shelter House provided shelter to 612 individuals during the reporting period--which included men, women, and families. Once an individual starts receiving emergency shelter they quickly start working with a case manager in our Supported Training and Access to Resources Program (STAR). Once in the STAR program, an individual has access to a full spectrum of essential support services. Therefore participants have access to housing stability services. Through case management participants are able to gain access, as relevant, to child care, education, employment assistance and job training, health services, legal services, life skills, mental health services, substance abuse treatment, and transportation assistance. The existing approach is one that is entirely consistent with what is now described as "housing stability case management" and have been described previously in this submission. Services are combined with the intention of overcoming immediate barriers to obtaining housing and ultimately are to increase housing stability and retention for those served.

Shelter House has provided Rapid Rehousing Services during the 2013 calendar year, which includes but is not limited to: completing intake paperwork, income verification and re-certification, referral for mainstream resources and community-based services, housing habitability inspections and HMIS data entry, housing search, application and placement assistance.

Other case management experience includes our services offered to veterans through Shelter House's Transitional Living Program (TLP) funded through VA Grant and Per Diem. In November of 2011 Shelter House began program operations for the TLP which has 14 beds designated for eligible veterans that they can have access to for up to two years. As part of the program vets receive case management and vocational services that assist them in finding employment, saving and budgeting for future housing costs, accessing medical care, establishing long-term housing resources and applying for VA benefits and services.

C. If providing Homelessness Prevention or Rapid Rehousing assistance, describe your program policies in the following areas:

C1. How will your agency determine the share of rent and utilities costs that each program participant must pay, if any, while receiving assistance?

Under Rapid Rehousing, Shelter House would offer financial assistance in the form of deposit payments, and short-term or medium-term rent assistance. Using a Triage Tool, modeled from an example from the National Alliance to End Homelessness, staff will determine if households are eligible for short-term or medium-term rent assistance. All households determined to be eligible for short-term assistance will receive rental assistance in the amount of 75% of their monthly rent for 3 months. These are households where individuals have a clean rental history, credit history, and criminal history. All households determined to be eligible for medium-term assistance will receive rental assistance in the amount of 75% of their rent for the first three months, then 50% of their rent for an additional 3 months. These are households where there are possibly prior evictions, bad rental references, bad credit, or a serious criminal history. No rental assistance will be provided to a household for more than 6 months. A one-time deposit assistance can be given to a client in either tier. These payments will be documented on a Payment Agreement to be signed by Rapid Rehousing staff, the client, and the landlord so all are in agreement of the amounts to be paid by each party. All households are responsible for their own utility costs and will be referred to local support agencies for assistance as needed.

C2. How will your agency determine how long a particular program participant will be provided with assistance, and how will the amount of that assistance be adjusted over time?

Staff will complete the Triage Tool described earlier based upon information given at their intake assessment and check of Iowa Courts online to determine a household's need for assistance. The results of

the Triage Tool determine the length of assistance given: either short-term or medium-term assistance. If a household is approved for short-term assistance, but then the individual or case manager discovers they have a need for additional assistance, they may make an appeal for additional assistance, and approval will be determined by adding the new information to the Triage Tool to see if they meet the standard for medium-term assistance. Again, all households determined to be eligible for short-term assistance will receive rental assistance in the amount of 75% of their monthly rent for 3 months. These are households where individuals have a clean rental history, credit history, and criminal history. All households determined to be eligible for medium-term assistance will receive rental assistance in the amount of 75% of their rent for the first three months, then 50% of their rent for an additional 3 months. These are households where there are possibly prior evictions, bad rental references, bad credit, or a serious criminal history. No rental assistance will be provided to a household for more than 6 months. A one-time deposit assistance can be given to a client in either tier. These payments will be documented on a Payment Agreement to be signed by Rapid Rehousing staff, the client, and the landlord so all are in agreement of the amounts to be paid by each party. All households are responsible for their own utility costs and will be referred to local support agencies for assistance as needed.

Assistance may be terminated early if a participant is not in compliance with program standards by completing required paper work or following through with the case management component, or if the landlord terminates their lease/rental agreement. These terms are presented to the client on the Case Management Agreement and in their approval letter.

C3. How will your agency determine the type, amount, and duration of housing stabilization and/or relocation services to provide a program participant?

All eligible applicants will be given 30 days of housing search and placement services with the Rapid Rehousing Coordinator. Files will be closed after 30 days and the applicant may re-apply if they are still homeless and in need of housing. Applicants residing at Shelter House are assigned a Case Manager through the STAR program and these Case Managers will provide longer term housing search assistance to clients they are already working with. The Rapid Rehousing Coordinator will follow all eligible households throughout the process of placement into permanent housing, for the length of their rental assistance (no more than 6 months) and for 3 months post assistance.

Experience and Capacity

1. What is your agency's total budget for the current fiscal year?*

\$2,005,000.00

2. Describe your agency's fundraising for the past three years, including special events, direct mail campaigns, foundation and corporate support, capital campaigns, or other projects. Include projected and actual revenue from each category of fundraising. (3 points)*

Fundraising constitutes a significant portion of the Shelter House annual operating budget. Sources include: United Way of Johnson County, Local Governments (City of Iowa City, City of Coralville, and Johnson County), Faith Communities, Local Businesses/Corporations, Civic Groups, Private Grants/Foundations, Special Events, Direct Mail Campaign, and Unsolicited Private Gifts.

United Way of Johnson County:

2010: \$64,500 (projected) \$67,540 (actual)
2011: \$65,000 (projected) \$74,480 (actual)
2012: \$75,000 (projected) \$78,300 (actual)

Local Governments:

2010: \$86,500 (projected) \$86,500 (actual)
2011: \$86,500 (projected) \$86,000 (actual)
2012: \$86,500 (projected) \$88,560 (actual)

Faith Communities:

2010: \$35,000 (projected) \$32,190 (actual)
2011: \$32,500 (projected) \$25,170 (actual)
2012: \$32,500 (projected) \$29,850 (actual)

Local Businesses/Corporations:

2010: \$11,500 (projected) \$23,425 (actual)
2011: \$20,000 (projected) \$22,775 (actual)
2012: \$20,000 (projected) \$24,490 (actual)

Civic Groups:

2010: \$7,500 (projected) \$9,340 (actual)
2011: \$7,500 (projected) \$4,840 (actual)
2012: \$7,500 (projected) \$6,360 (actual)

Private Grants/Foundations:

2010: \$76,300 (projected) \$136,900 (actual)
2011: \$47,500 (projected) \$43,185 (actual)
2012: \$60,000 (projected) \$53,765 (actual)

Special Events:

2010: \$95,000 (projected) \$105,350 (actual)
2011: \$105,000 (projected) \$113,780 (actual)
2012: \$115,000 (projected) \$121,330 (actual)

Direct Mail Campaign:

2010: \$57,000 (projected) \$32,990 (actual)
2011: \$40,000 (projected) \$51,030 (actual)
2012: \$52,500 (projected) \$47,385 (actual)

Unsolicited Private Giving:

2010: \$75,000 (projected) \$69,180 (actual)
2011: \$57,500 (projected) \$113,850 (actual)
2012: \$70,500 (projected) \$78,830 (actual)

Total:

2010: \$508,300 (projected) \$563,415 (actual)
2011: \$461,500 (projected) \$535,110 (actual)
2012: \$519,500 (projected) \$528,870 (actual)

In addition to annual fundraising activities and events, Shelter House continues to build endowment funds which now generate an average of \$40,000 annually for operations. Furthermore, in 2011, Shelter House launched two social enterprise programs (micro businesses) which not only provide job training and employment placement opportunities for our clients but in 2012 generated \$162,230 in revenue.

3. List top five major state or federal grants received during the past three years, if any. Include amount and purpose of each. (3 points)*

HUD Supportive Housing Program Supportive Services Only:

Purpose: Funds are to provide case management, life skills, vocational training and job placement, and housing placement for general homeless population. Additional services include transportation, mental health care, and substance abuse evaluation, other health care costs (such as prescriptions and corrective lenses), child care, education, and clothing.

2010: \$448,318

2011: \$448,318

2012: \$448,318

DOL/HVRP:

Purpose: Funds are awarded to provide vocational training, job placement and job retention for homeless veterans.

2010: \$105,425
2011: \$105,425
2012: \$105,425

HUD Emergency Shelter (Solutions) Grant

Purpose: Funding was awarded for general Shelter Operations in 2010, 2011, and 2012. The current 2013 award of \$250,000 was for both Shelter Operations (\$30,000) and Rapid Rehousing (\$220,000).

2010: \$13,000
2011: \$25,000
2012: \$22,000

Child and Adult Care Food Program (CACFP):

Purpose: Funds are awarded to reimburse Shelter House a portion of the cost of providing meals for children and disabled adults. Staff must meet training guidelines as certified by the State and meals must meet nutrition and portion size guidelines.

2010: Not Applicable
2011: \$22,757
2012: \$32,352

Department of Veterans Affairs Grant and Per Diem:

Purpose: Funds are awarded as a Per Diem to ensure 14 transitional beds at Shelter House for homeless veterans. Veterans in this Transitional Living Program (TLP) may stay at Shelter House for up to two years and must participate in the STAR Program.

2010: Not Applicable
2011: \$106,899
2012: \$191,173

4. Describe any litigation involving your agency during the past five years concerning civil rights, equal employment opportunities, or discrimination. Explain how these were resolved, if applicable. (3 points)*

There has been no litigation involving Shelter House concerning the issues of civil rights, equal employment opportunities, or discrimination. There was a legal decision, however, made by the Iowa Supreme Court in the spring of 2008 regarding land use rights which gave Shelter House the legal right to build a homeless shelter on property that the organization had owned since 2004. Land use has been the only litigated issue in the past five years.

5. Describe the results of any state or federal program monitoring during the past three years. Were there any concerns or findings? If so, how were these resolved? (3 points)*

Shelter House has been monitored by the Department of Labor (Homeless Veterans Reintegration Program), the Iowa Institute for Community Alliances (Emergency Solutions Grant), and the City of Iowa City (Community Development Block Grant and HOME) during the past three years. During that time, Shelter House has, without exception, proven to operate within compliance of all program requirements and to have met, if not exceeded, established performance goals.

6. What has been the percentage rate of staff turnover at your agency during each of the past three years? Use the following formula: Number of employees who left each year for any reason, DIVIDED BY the average number of employees, MULTIPLIED by 100. Example: If 10 employees left during 2012, and the average number of employees during 2012 was 100, the turnover rate is 10%. Show your calculations. (3 points)*

2010: 5 left/17 average # of staff = 29% turnover rate
2011: 10 left/32 average # of staff = 31% turnover rate
2012: 13 left/33 average # of staff = 39% turnover rate

Shelter House moved into the new facility in November of 2010 doubling staff nearly over night. Both prior to the actual move and in the first two quarters following the move (2011) there was a fair amount of turnover as some staff (new and old) determined the new work environment and work requirements were not going to be something that they could adapt to or manage.

An additional factor impacting the turnover rate has also been a result of the fact that the commercial kitchen with culinary training and catering services was opened simultaneous to opening the new facility. This programming in and of itself has accounted for a disproportionately high amount of our turnover. As a new program startup entirely outside the normal scope of work within the Shelter House umbrella it has taken some time to find the right leadership and to establish the processes necessary to build a coherent team in the kitchen. We are learning that the culinary field is plagued by higher turnover as a standard.

It is noteworthy to add that the majority of our turnover has indeed been in nonprofessional, part-time positions that are frequently staffed by college students in transition. The retention rate for fulltime, professional positions averages is substantially higher with turnover at an average of 10-15%. The formula used to calculate turnover is on an employee basis only and does not reflect fulltime equivalency. If adjusted for this criteria the effective turnover rate would be greatly reduced.

7. List key training and staff development activities during the past three years, including dates and topics of major training. (3 points)*

SAAF-Strong African American Families Training June 2013 (strengthen outreach workers/case managers skills to communicate with teenage African American children in poverty)

Mental Health First Aid 10/24/12; 12/13/12; 6/17/13 (Understanding and recognizing different mental illnesses, and how to approach and deal with someone in a mental health crisis)

SOAR Training 2 case managers March 2012 and April 2013 (Increasing access to disability income benefits)

Diversity 2/7/13 (How to understand and appreciate the difference in people from other races, genders, and ethnicities)

First Aid/CPR 1/17/13

Stress Management February 14, 2012 (Balancing work and home stress)

SNAP Outreach and Enrollment Training April 2012 (how to enroll and educate eligible individuals in the SNAP program)

Anger Management Certification for one case manager through the National Anger Management Association May 2012 (how to teach anger management skills, exercises, mindfulness with children and adults)

Iowa Finance Authority Housing Conference September 2012 for 3 staff (Homelessness Track)

Coalition for Community Living conference September 2011, 2012, and March 2012, 2013 (permanent supported housing training for Fairweather Lodge staff)

IHELP University of Iowa conference August 2012 (Workplace ethics, Social and Psychiatric Adjustment to Return from Combat for Vets, How to effectively work with those who have brain injuries)

Motivational Interviewing August 2012 (Person centered counseling for changing problem behaviors)

Offender Workforce Development July 2012 (employment staff focus on employment barriers for offender population.

Fair Housing Training April 2011 (Fair Housing Laws and practices)

Domestic Violence Training April 2011 (Recognizing domestic violence and the ways offenders abuse)

National Alliance to End Homelessness Conference July 2011 for 3 staff (Rapid Rehousing, Permanent Supportive Housing, Welcome Front Door, Homeless Prevention)

The Importance of Diversity October 2011 (Embracing diversity in the workplace)

Mandatory Abuse Reporting (Ongoing with new staff or every 5 years)

8. Describe the results of your agency's most recent audit or independent reviewed financial statements. What findings or concerns were identified, if any? Explain whether and how these were resolved. (Audit or financial statements must also be uploaded in the Exhibits section) (3 points)*

The 2011 Audit was completed by TD&T Financial Group out of Oskaloosa, Iowa. They reported that, "The financial statements present fairly, in all material respects, the assets, liabilities and net assets of Shelter House Community Shelter and Transition Services as of December 31, 2011 and its revenue, support and expenses and its cash flows for the year then ended, on the basis of accounting described (modified cash basis)." (please refer to the attached Audit Report page 1).

There were no findings or questioned costs related to any federal awards. There was one material weaknesses noted related to the accounting of beneficial interest in assets (endowment funds) held by the Community Foundation of Johnson County. Management is now aware of the accounting standards related to support received directly by the Community Foundation and has recorded the activity according in 2012. (Please refer to the attached Audit Report pages 26 and 27).

9. Describe the oversight provided by the agency's board of directors. Include a list of members, how often the board meets, average meeting attendance during the past year, and key decisions or activities during the past year (such as strategic planning, major fundraising, etc.). (3 points)*

The Board of Directors has fiduciary responsibility for monitoring, setting organizational policy and assuring leadership of the organization. To fulfill this responsibility, the Board of Directors must perform the following functions:

- A. Establish and adopt the organization's mission (i.e., its fundamental purpose) and its vision for the future.
- B. Approve and periodically update the organization's strategic plan, including but not limited to long-range goals, operating objectives that will lead toward accomplishing those goals, and protocols for evaluating the organization's progress in relation to them.
- C. Formulate and periodically update the organization's policies.
- D. Appoint the organization's Executive Director, establish expectations and standards of performance, and establish fair and objective protocols for evaluating the executive director's performance in relation to them. The executive director will be evaluated annually.
- E. Set standards for the quality of services and their delivery, and monitor the organization's performance in relation to them.
- F. Approve the organization's annual operating and capital budget, monitor the organization's operating performance in relation to them, and ensure the organization's financial viability.
- G. Ensure the Board's efficiency and effectiveness by establishing priorities for improving the Board's structure and performance and routinely evaluating the Board's actual performance in relation to these priorities (to be done no less than annually).

In addition, each Director is required to be active which includes attendance at monthly meetings, and serving on at least one committee (Governance, Audit and Finance, Personnel, and Donor Development). All board members are required to participate actively in the fundraising and donor development activities of the organization.

Board Membership:

Alan Elgar, Secretary

Carolyn Gross, Treasurer

William Liu, President-Elect
Mark Pries
Sara Rynes-Weller
Jayne Sandler
Steve Schornhorst
Gene Spaziani
Liz Swanson
Kay Weiler
Nancy Williams, President
Julie Zielinski

The full Board meets monthly with the average attendance rate in the last year being 85%. An Annual Retreat is held in August during which the newly drafted Strategic Plan is reviewed by key staff and the full board membership, program performance outcomes from the preceding year (7/10-6/30) are reviewed and discussed, and a key skill development topic is presented. This August a training will be held on donor development strategies and increasing donor engagement.

Key decisions or activities that occurred during the last year are:

- 1). The organization transitioned from a modified cash accounting basis to an accrual basis and added a fulltime agency accountant position (versus contracting out this service).
- 2) 100% of board members were involved in the three board sponsored annual fundraising events (Used Book Sale, Spring Gala, and Phone-a-thon). Involvement includes every stage of event planning through implementation and close out.
- 3). Four new operating policies were created and implemented and they are: Gift Acceptance Policy, Document Retention and Destruction Policy, Whistleblower Policy, and Investment Policy.
- 4). Both the Employee Manual the Financial Procedures Manual were revised and updated.
- 5). Board members took a leadership role in drafting new marketing materials (brochures) for all Shelter House Programs.
- 6). Board members and other community volunteers organized an event at the Englert Theatre called "Question Your Assumptions" which included a 20 minute video featuring interviews with past clients, staff, volunteers, donors, and other civic leaders during which they discussed their experiences of being homeless and their experience and involvement with Shelter House. The event was attended by nearly 500 people.
- 7) Key board members have worked side by side with lead staff to develop the processes and procedures necessary to advance the agency's application for certification as a medicaid provider.

Strategic Planning is yet another key activity of the Board of Directors. Each year, Shelter House department heads and the Executive Director meet to develop and recommend revisions or key new goals and strategies for the upcoming year. These are presented and discussed with the members of the Board's Governance Committee. Once consensus is reached by this representative working group, action plans are detailed by respective staff that have been assigned ownership of individual goals and strategies. The draft plan with detailed action plans is brought back to the working group for review and approval. The draft document is then presented to the full board at the August Retreat for a vote. Once passed this document is used for the next planning period. It is updated and progress is monitored monthly by the department heads and Executive Director, then reviewed quarterly by the Governance Committee with summary reports then made to the full Board of Directors.

The following provides a summary of the current strategic goals and strategies.

Goal 1: Financial Stability (Goal Champion: Katherine)

By July 1, 2014 SH will expand the portfolio of revenue sources to generate \$150,000 of new income annually to sustain SH Operations.

Strategy 1.1: By December 31st 2013 reach \$1M balance in the Shelter House Endowment Fund.

Owner: Katherine

Strategy 1.2: By July 1 2013 begin receiving reimbursements from Medicaid.

Owner: Phoebe

Goal 2: HEARTH Act (Goal Champion: Crissy)

By July 1, 2015 Shelter House will realign internal resources and secure external partnerships in order to implement and comply with the HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act.

Strategy 2.1: By December 31, 2013 we will reduce the length of shelter stay for 40 households through rapid rehousing services from an average length of 55 days to 30 days.
Owner: Mark

Strategy 2.2: By June 30, 2014 ensure Shelter House participation in state lead Coordinated Intake Process.
Owner: Crissy

Goal 3: Social Enterprise (Goal Champion: Kafi)

By July 1, 2015 Shelter House will expand existing social enterprise activities and develop one new initiative in order to increase employment placements from 49% to 65%.

Strategy 3.1: By January 31st 2014, develop vocational capacity to support placement and retention activities for Culinary Starts, Fresh Starts and other employment initiatives.
Owner: Kafi

Goal 4: Community Support (Goal Champion: Phoebe)

By December 31, 2014 Shelter House will generate increased support and greater positive engagement and partnerships from individuals, businesses, and other community organizations.

Strategy 4.1: By July 1 2014 through collaborative, engaged, sustainable community partnerships, we will offer consistent interdisciplinary mental and physical health services on a weekly basis through a "health care home" model to all clients presenting health care needs.
Owner: Phoebe

Strategy 4.2: By December 31, 2014 we will increase fundraising revenue by \$50,000 (over and above December 31, 2012 figures).

Community Partnerships

1. Describe the geographic boundaries for your community, in terms of local planning, needs assessments, and partnerships regarding homelessness and housing.*

Throughout this application, community is defined by Johnson County.

2. Describe how local homeless service providers communicate and plan together in your community. Who participates and how often does the group meet? How are providers working together to meet community goals, such as reducing the length of time persons spend experiencing homelessness, reducing the re-occurrence of homelessness, reducing the number of persons experiencing homelessness, and increasing jobs and income? (3 points)*

In Shelter House's Johnson County community, the local planning group is called the Johnson County Local Homeless Coordinating Board (LHCB). This group meets monthly, and active membership includes participation from local service providers ranging from homeless shelter, youth shelter, and domestic violence shelter (Shelter House, Youth Homes, DVIP), transitional housing (HACAP and United Action for Youth), permanent housing (Iowa City Housing Authority, The Housing Fellowship and Habitat for Humanity), Iowa Legal Aid, PATH, MECCA, food and crisis assistance providers (Free Lunch Program, Table to Table and the Crisis Center) department of Human Services, the Iowa City Community School District, Johnson County Jail Alternatives, and the City of Iowa City.

The LHCB has spent the end of the 2012 calendar year and 2013 developing a community wide strategic plan to better position itself to implement HEARTH strategies among other things. The purpose of the strategic plan is to increase collaboration between providers and to more efficiently and effectively provide services to those experiencing homelessness or at-risk of homelessness in our community. The LHCB has established three strategic work groups that own individual goals and strategies within the current strategic plan. For a summary of the LHCB's strategic goals and strategies please refer to the response to question three in this subsection.

With respect to the goal of reducing the length of time persons spend experiencing homelessness whereas this is a stated goal in the Shelter House Strategic Plan largely to be achieved through the augmentation of deep rental subsidies available through the Rapid Rehousing Program, other efforts to this end are collectively being addressed by the LHCb's intention to develop a Coordinated Intake Process

Reducing the re-occurrence of homelessness is being addressed in a very concentrated manner for this first phase of strategic planning. The LHCb has committed to developing a FUSE (Frequent User System Enhancement) model which will entail the creation of a Housing First Program to be made available for targeted chronically homeless adults. To date the LHCb has been successful in building both interest and buy-in across area governmental bodies, downtown businesses, and area service providers including the ICPD and the UIHC.

With respect to reducing the number of persons experiencing homelessness, again the intention is to address this initially through the implementation of a community-wide Coordinated Intake Process. To some extent this work is admittedly in a holding pattern as issues are more fully defined at the state level. Members of the Johnson County LHCb have been participating in Linn County meetings and communicating regularly with providers there in anticipation of moving forward.

To help individuals increase job placement and income, Shelter House has two vocational coordinators, one specifically for homeless veterans and the other for the general adult population. Both are dedicated to finding employment, increasing both income and vocational skills for those experiencing homelessness struggling with employment related issues. Furthermore, Shelter House has joined the Chamber of Commerce and is in regular attendance of these meetings for purposes of educating the local business community and networking.

Shelter House has started two small businesses, Culinary Starts, a catering and culinary training program, and Fresh Starts, a professional janitorial service. These two social enterprise initiatives further enhance the employability of our clients positively impacting our job placement activities.

3. Describe how your agency is participating in the planning body described above. Be as specific as possible, including staff members that attend, current projects, timelines, etc. (3 points)*

The Shelter House Executive Director, Crissy Canganeli, is the Chair of the Local Homeless Coordinating Board and has served in this capacity for a number of years. Mark Sertterh, Resident Services Director, and Phoebe Trepp, Program Development Director, are also active members of the LHCb. The current strategic plan was approved and adopted in November 2012, and has 3 main goals--Improving infrastructure, Improving Community Collaboration, and Increased Advocacy. Crissy is the chairperson of the committee that has been working on the "Collaboration" goal, and Mark is the chairperson for the "Advocacy" goal.

The LHCb Strategic Plan is summarized below:

Goal 1: Infrastructure (Goal Champions: Tracey Achenbach, Housing Trust Fund of Johnson County, and Christine Scheetz, United Way of Johnson County)

By June 30, 2013, the LHCb will create a governing and operational structure.

Strategy 1.1: By March 31, 2013, the infrastructure work group shall identify possible organizational structure and funding sources for LHCb administrative support.

Owners: Tracey Achenbach, Housing Trust Fund of Johnson County, and Christine Scheetz, United Way.

Strategy 1.2: By April 30, 2013, the infrastructure work group shall develop a letter of commitment and identify the participating organizations and decision-making authority or representative from each organization.

Owners: Tracey Achenbach, Housing Trust Fund of Johnson County, and Christine Scheetz, United Way.

Strategy 1.3: By June 30, 2013, the Housing Trust Fund of Johnson County and United Way will meet with organization representatives and garner commitment.

Owners: Tracey Achenbach, Housing Trust Fund of Johnson County, and Christine Scheetz, United Way.

Goal 2: Collaboration Goal Champion: Crissy Canganelli, Shelter House.

By December 31, 2015, LHCB will simplify (and increase) access to services in order to better use community resources and improve the quality of life in Johnson County.

Strategy 2.1: By December 31, 2013, LHCB will implement a multi-jurisdictional Coordinated Intake process.

Owner: Heather Harney, HACAP.

Strategy 2.2: By December 31, 2013, LHCB will create a straightforward Progressive Engagement tool that will be used by community partners to direct consumers to the right level of intake and services.

Owner: Sarah Benson-Witry, Crisis Center.

Strategy 2.3: By December 31, 2015, LHCB will develop and implement a frequent use system pilot project to better target resources and improve services for frequent users.

Owners: Heidi Cuda, MECCA, and Phoebe Trepp, Shelter House.

Goal 3: Advocacy Goal Champion: Mark Sertterh, Shelter House.

By December 31, 2015, increase awareness of homelessness and poverty issues on the part of agencies, the public and governmental entities, and increase access to resources and support for homeless individuals and families.

Strategy 3.1: By December 31, 2013, garner information to examine attitudes, beliefs and services needed concerning homelessness, including a survey of the public, and a survey of people experiencing homelessness. This survey could be completed and/or information gathered through the University of Iowa School of Social Work and other resources, such as the group that conducted the United Way 2010 Community Assessment and 2020 Vision Goals for the Common Good.

Owner: Christine Scheetz, United Way of Johnson County, and Kristie Doser, DVIP.

Strategy 3.2: By December 31, 2014, LHCB will review and evaluate the data and make recommendations, coordinating with the United Way of Johnson County 2020 process.

Owner: Mark Sertterh, Shelter House.

Strategy 3.3: By December 31, 2014, LHCB will implement the Advocacy Plan.

Owner: Mark Sertterh, Shelter House

4. Identify the most pressing barriers to stable housing in your community. Provide statistics and specific information as applicable. Specify the source(s) for your information. (3 points)*

One of the fundamental barriers to stable housing in our community is literally the availability of rental units as indicated by the rental vacancy rate. A vacancy rate of between 5% and 7% is considered indicative of a healthy rental market. Cook Appraisal Commercial Evaluation Research Group of Iowa City (www.cook-appraisal.com) reports in their 2011 Iowa City Area Apartment Survey of 6,039 rental units that the average vacancy rate for Iowa City rental units ranges between 1.3% (within one mile of the Pentacrest) and 1.63% (all other areas of Iowa City); the average vacancy rate for Coralville is 1.4%. Whereas employment opportunities are concentrated within these two municipalities and public transportation is readily available, housing is difficult to find and for that matter comes at a cost premium.

North Liberty provides some relief with an average vacancy rate of 11.87% and lower cost, however, there are not the same employment opportunities as found in Iowa City and Coralville, furthermore, public transportation is not readily available. These two factors combined typically make a housing placement in North Liberty unsustainable unless the household owns its own reliable transportation.

Housing affordability is of course another prohibitive barrier to attaining stable housing. The local rental market is one of the highest cost in the state. A readily available metric demonstrating affordability is the percentage of cost burdened households in the community. The target population for this submission is homeless individuals and families. These households are either extremely low income (income less than 30% MFI), or very low income (income between 30% and 50% MFI). Per CITY STEPS 2011-2015, the City of Iowa City's Consolidated Plan, of all renter households in Iowa City (available at www.icgov.org), 52.4% are cost burdened. 83.6% of extremely low income renter households are cost burdened and 71% pay

more than 50% of their income on housing costs. 69.8% of very low income renter households are cost burdened and 17.2% pay 50% or more of their income for housing costs. The majority of our clients, therefore, are facing housing costs that are simply not sustainable. An added burden for these households is the fact that the Iowa City Housing Authority has little to no capacity to make additional Housing Choice Vouchers available frequently closing the waiting list.

Another barrier to stable housing specific to our target population is the fact that many of our clients have poor rental histories, poor credit, and/or criminal records. These issues present substantial barriers to accessing housing let alone to speak of sustaining that housing--they simply can not get through the door. With the support of our case management team, the relationships and reputation that we have established, Shelter House is able to have a positive impact with local landlords and advocate effectively for our clients. The ability to provide and to some extent guarantee rental assistance allows us to even more effectively leverage conversations with otherwise reluctant landlords.

5. Describe your community's strategy to ensure 100% participation in the ServicePoint Homeless Management Information System (HMIS), or comparable database for DV providers, by all providers of homeless services in your community. Describe how your community determines which service agencies are participating in the data system. Also describe your agency's role in this effort. (5 points)*

Community is identified for purposes of this application as Johnson County as this is a coherent service base for the target population with respect to a team of providers and housing placement opportunities. Johnson County is the geographic area consistent with the Local Homeless Coordinating Board and all planning efforts of the Board. It is further the geographic area covered by the United Way (of Johnson County) a primary partner in developing grassroots solutions to issues of homelessness and poverty and is consistent with local public funding sources that work in partnership with the United Way in supporting community based initiatives (City of Iowa City, City of Coralville, and Johnson County).

With respect to participation in HMIS, 100% of shelter beds and transitional beds are included in HMIS at this time. The local domestic violence shelter provider, DVIP, participates in Alice, the approved alternative database for DV providers. All ESG Rapid Rehousing funding from Shelter House also utilizes HMIS for all data entry and management activities. If providers are to participate in HMIS other than those indicated above, Shelter House is willing to take the lead in the initiative. However, direction from the Iowa Finance Authority is required as to what exactly constitutes 100% participation. For example, the Free Lunch Program does serve homeless persons. However, it would be highly improbable for the Free Lunch Program to participate in HMIS as all services are anonymous and the Free Lunch Program has only one part-time employee and lacks the administrative capacity and funding to participate in HMIS. Substantially more clarification is required as to what exactly constitutes 100% participation for a specific answer to be given as to how 100% participation would be achieved. If needed, Shelter House would advocate for this topic to be one of the major strategic goals discussed in the LHCB's upcoming strategic planning process and furthermore would gladly take the lead in working with providers to achieve this goal.

6. List and describe the top five community partnerships that impact your clients' success. You may upload MOUs or letters of support in the Exhibits section to support your response; if doing so, be sure to indicate this in your response. (10 points)*

Shelter House has long partnered with and now formalized partnerships with HACAP, The Domestic Violence Intervention Program (DVIP), and Iowa Legal Aid to most effectively administer Rapid Rehousing funds and so as to better impact the clients' success. These partnerships have provided individuals and families experiencing homeless in this community access to the best services and resources available to obtain and sustain permanent housing.

Furthermore, Shelter House also has a long standing, close partnership with MECCA which is literally located across the street from Shelter House. With the addition of Rapid Rehousing Services, Shelter House has also been successful in further developing and improving relationships with local landlords. Rapid Rehousing Services have been particularly instrumental in advocating for clients with poor rental histories, bad credit, and criminal histories.

HACAP has worked closely with Shelter House over the years and has been instrumental in Shelter House's success in building capacity and increasing effectiveness in programming. During the implementation of HPRP, Shelter House provided case management support to HACAP for Housing Stability services. HACAP and Shelter House made a joint decision in 2012 in electing Shelter House as the applicant for Phase II Rapid Rehousing Services. HACAP worked side by side every step of the way to assist Shelter House in program start-up. This has in every way been to the benefit of our clients. HACAP continues to provide Lead-Based Paint inspections for the Rapid Rehousing program that are required by HUD and the ESG program. HACAP of course provides transitional housing for families in Johnson County. Shelter House works very closely with HACAP as we transition families from shelter and now as HACAP transitions families to permanent housing.

Shelter House works very closely with DVIP to provide the best and most appropriate services for homeless individuals who are experiencing/have experienced domestic violence. Shelter House provides Rapid Rehousing services, including housing stability services, and funding to eligible DVIP clients and works closely with DVIP staff to address the full range of support services needs and assistance with accessing mainstream resources. Shelter House also collaborates with DVIP to address individual situations in which a client at Shelter House is experiencing domestic violence, working together to make sure the at-risk client is in the safest most appropriate place to meet their current needs and situation.

Iowa Legal Aid has collaborated with Shelter House to provide legal services necessary to resolving legal problems that may prohibit clients from obtaining permanent housing, or that may result in the client losing housing. Shelter House refers clients to Iowa Legal Aid who will meet with them to help get evictions off of their record, and/or talk with landlords about past criminal records that may be preventing them from obtaining housing. They will also meet with clients who have poor credit history and consult with them on how to improve their credit. This partnership is invaluable for clients who have these more significant barriers to housing.

MECCA Services and Shelter House have recently partnered to develop and co-lead a frequent user pilot program (FUSE) in Johnson County to help chronically homeless individuals who have multiple barriers to sustaining housing (i.e. mental health, substance abuse, employment, medical issues). The two agencies have partnered with Community Mental Health and The University of Iowa Hospitals and Clinics to identify and provide comprehensive services to individuals who are chronically homeless and frequently use the partner agencies. MECCA and Shelter House also frequently work together to help individuals who are being discharged from inpatient substance abuse services, into homelessness, find either emergency shelter or permanent housing.

The last major partnership that impacts clients' success is meeting and educating landlords in the community to rent to individuals who are transitioning out of homelessness. Shelter House has established partnerships with several landlords to rent to people who have many potential barriers, including evictions, poor credit and criminal histories. If funded for Rapid Rehousing again, Shelter House will continue to increase our partnerships with local landlords with the intention of providing increasing rental opportunities for our clients. There are plans in the upcoming year to provide presentations with the Greater Iowa City Apartment Association and the Iowa City Area Association of Realtors. We will work on a relationship with these two organizations over the next grant year to provide better education to these community partners and to further expand rental opportunities throughout Johnson County.

Performance Outcome Measurement

If your agency uses the ServicePoint Homeless Management Information System (HMIS) to collect client data, follow the link below for directions to produce the Performance Outcome Report. This report will be uploaded in the separate Exhibits section of this application. Use this report to answer the following questions, as applicable. For report assistance, contact the Iowa Institute for Community Alliances at (515) 246-6643.

ServicePoint Performance Outcome Report Instructions

If your agency is primarily a domestic violence (DV) victim services provider, using a comparable DV database such as ALICE to collect client information, print an APR report for the time period of January 1, through December 31, 2012. This will typically include aggregate information regarding the following: number of persons/households served, physical/mental health conditions at entry and exit, residence prior to entry, veteran status, cash income amount at entry and exit, non-cash benefits at entry and exit, length of participation, and destination at exit. This report will be uploaded in the separate Exhibits section of this application. Use this report to answer some of the following questions.

If your agency does not currently use the ServicePoint HMIS system or comparable database for domestic violence victim services providers, you must answer the following questions fully explaining the parameters of your internal database. In the Exhibits section, upload a report from your system that contains client outcome data for the period January 1, through December 31, 2012.

1. Briefly summarize the results of the reports that are included with your application, such as destination upon program exit, changes in client employment/income, and mainstream resource access. What do these results indicate about your program? If these results don't accurately capture the success of your program, explain why not. (10 points)*

The Outcome Reporting Tool as advised in the application has been summarized for outcomes for the general Shelter House population in comparison to STAR case management clients. It should be recognized that the recommended reporting tool is a duplicated count of client activity and does not provide an unduplicated report as is available in HUD's Annual Progress Report.

Housing:

In this reporting year, 23% of the general shelter clients (196 people total) exited to a permanent housing placement where as 68% of STAR clients (210 people total) exited to a permanent housing placement.

In this reporting year, 28% of the general shelter clients (242 people total) exited to temporary or transitional housing placements while 11% of STAR clients (35 people total) exited to temporary or transitional housing placements.

The data reflects a total of 51% of all shelter residents (438 people total) as compared to 80% of STAR Program participants (245 people) demonstrating increased housing stability at exit.

Employment:

In this reporting year, 22% of all exited shelter residents (157 people total) maintained employment and 10% (75 people total) demonstrated improved employment participation while 22% of exited STAR clients (55 people total) maintained employment and 35% (88 people total) demonstrated improved employment participation.

This is a total 32% of shelter residents as compared to 58% of STAR participants exiting with employment.

Income:

39% of exited shelter residents (287 people total) maintained income and 14% (100 people total) demonstrated improved income. While 46% of exited STAR clients (113 people total) maintained income and 36% (89 people total) demonstrated improved income.

This is a total of 53% of exited shelter residents as compared to 81% of exited STAR participants exiting with a source of income.

Mainstream Resources:

Shelter residents and STAR participants demonstrated the following percentage changes respectively:

Medicaid: 0% change vs 24% increase

Medicare: 0% change vs 33% increase

Other Sources (HUD): 6% increase vs 13% increase

SNAP: 11% increase vs 5% increase

VA Medical Services: 4% decrease vs 23% increase

SSDI: 15% increase vs 20% decrease

SSI: 8% increase vs 5% increase

TANF: 12% increase vs 0% change

Unemployment Insurance: 0% change vs 60% decrease (likely due to increase participation in the workforce)

Data clearly indicates that when there is participation in the STAR Program, outcomes and impact are substantially different from those of the general shelter resident population. Case management works and has a direct correlation to stability; the program is exceeding HUD standards; participants are moving to more permanent housing situations, they are working, and are accessing appropriate mainstream resources. There is no data for the reporting timeframe for Rapid Rehousing, but if funding continues, this program will continue to supplement the increased housing stabilization and increased income numbers

that the STAR program reflects.

2. Identify the level of your agency's data completeness/quality into the ServicePoint HMIS system, comparable DV database, or internal database. What steps are being taken to improve data completeness and quality? (3 points)*

Shelter House had a very good record of data completeness and quality with only 8 Null entries in both Shelter House data and STAR data (which is under 1% of all entries). All Shelter House programs continue to reduce the number of "don't know" answers upon exit. Staff follow up on any contact information they have with a client that leaves unexpectedly, and try to make contact to get as much accurate information as possible in Servicepoint. Whereas "don't know" is acceptable, Shelter House continues to try and reduce these numbers.

3. Identify the level of your agency's data timeliness in the ServicePoint HMIS system, comparable DV database, or internal database. What steps are being taken to improve data timeliness? (3 points)*

With respect to the general shelter operations report timeliness, the average lapse is 3.4 days with 89% of entries made within 24 hours and 94% falling within the desired timeliness standard of 14 days. Only 6% of entries fell outside of the desired timeliness standard.

With respect to the STAR Program timeliness, 60% of entries were made within 24 hours and 89% falling within the desired timeliness standard of 14 days. Only 42% of entries were done in the first 24 hours last year, this demonstrates a significant improvement.

Shelter House will continue to make it a high priority to get data in accurately and timely. Program Managers review data on a monthly basis to check for trends and/or errors in data.

4. How else have you determined if the assistance provided by your program was effective in meeting clients' needs for housing stability? (4 points)*

Through the STAR Program clients receive services for up to 6 months once they obtain permanent housing. This allows for case management and follow-up services to be provided to ensure that clients are adequately housed and maintaining their housing. The Rapid Rehousing case manager, in collaboration with the STAR Case Manager, will meet with participants at a minimum of once per month to gauge stability in both work and housing and to provide any assistance necessary. Staff will work with the participant to complete a monthly budget to review and encourage basic money management skills that will add to long-term housing stability. Additionally, during case management meetings program staff will review the status of any mainstream resources that participants have applied for or are currently engaged in such as Housing Choice Voucher, MHDS, SSI/SSDI, etc. Engagement in these long-term housing, service and financial supports will be critical in addressing clients' long-term housing stability. Upon exit from the program (once final rental assistance payment has been distributed) staff will conduct a final review and budget to determine a client's ability to maintain stability and independence in their housing.

Shelter House will also analyze data from ServicePoint HMIS system for Rapid Rehousing to see how effective it has been with reducing shelter stays, and helping people retain housing long term.

With respect to shelter operations funding, all shelter residents have access to the STAR Program. However due to the magnitude in numbers the same housing retention evaluation intended for rapid rehousing participants will in all likelihood not be possible. Evaluation of this larger pool will be consistent with time lines and housing stability case management efforts typically available to STAR participants with review of returns to homelessness.

5. Based on your agency's current outcome measures, where do you see the greatest opportunity to make

improvements in how services are provided? (4 points)*

For general shelter operations, only 32% of the people who exited did so with employment as opposed to 58% of all STAR Program participants. That is an area where Shelter House plans to improve on in the next year so much so that it is a strategy in our current strategic plan. Two Vocational Coordinators are now on staff (one who works exclusively with veterans a second hired this year to work with the general adult population). Shelter House has initiated processes such that clients are meeting with the Vocational Coordinators even prior to entering the STAR Program and being assigned a case manager. The hope is to increase employment and income more quickly for clients--which in turn will increase the number of people exiting shelter with employment and with income.

Shelter House is also looking to reduce the length of stay in shelter by getting people enrolled in the Rapid Rehousing program quickly. With the employment case manager working with people entering shelter, staff are helping clients with Rapid Rehousing paperwork and income verification as soon as they are becoming employed. At that point the housing search is started, and the intended goal is to decrease the length of the homelessness episode. By continuing case management services and other supports for up to six months following the transition to more permanent housing Shelter House hopes to demonstrate increasing rates of housing retention.

Budget

In the table that follows, provide a budget detail for the requested funding. List your Expense Categories, then provide a brief description. For example, if you are requesting funding for Shelter - Essential Services, describe the Essential Services you plan to provide. There is no limit on the amount of funds that may be requested; however, most awards will range from \$50,000 - \$100,000, as described in the General Information section of this application.

Action	Activity Type	Description	Amount of Request
	Shelter - Operations	Utility Expenditures	\$30,000.00
	Rapid Rehousing - Services Costs	Housing search and placement activities including habitability inspections necessary to assist program participants in locating, obtaining, and retaining suitable permanent housing.	\$42,500.00
	Rapid Rehousing - Services Costs	Legal services necessary to resolve legal problems that prohibit participants from obtaining permanent housing or will likely result in losing permanent housing (\$70 per hour upto 5 hours per case for an average of 12 cases).	\$4,200.00
	Rapid Rehousing - Services Costs	Lead based paint inspections at \$75 per unit for an average of 10 units.	\$750.00
	Rapid Rehousing - Rental Assistance	Rental applications, security deposit, short and medium term rental assistance for up to 40 households (for an estimated 120 persons served).	\$72,550.00
			\$150,000.00

Provide a narrative explanation of your agency's budget request. If your request is less than \$50,000 or greater than \$100,000 (the typical expected amounts described in the General Information section), a thorough explanation is required. (4 points)*

Shelter House runs at full capacity most every night of the year with 70 individuals (men, woman, and children) in residence. During the most recent Point in Time Count it should be noted that a disproportionately high number of those sheltered throughout the Balance of State were in residence at Shelter House. Other shelters throughout the state are consistently running at 2/3 capacity or less, while Shelter House is fully occupied and has one of the larger capacities, for that matter, within the BOS.

At the same time, Shelter House has proven to be a statewide leader with respect to client performance and impact. Continuation of Rapid Rehousing Services will serve to further enhance the existing comprehensive scope of services that focus on housing and employment placement and retention and accessing mainstream resources.

We continue to experience increasing numbers of persons seeking assistance whose progress and stability is only enhanced through the support of rental assistance. 67% percent of the household served to date through the current RRH Program fall into the higher need tier with more serious barriers (evictions, poor credit, and criminal records) to accessing rental housing. Not only is it beneficial from a stability standpoint on the client's behalf, but having the ability to offer medium term rental assistance is often the resource that incentivizes otherwise resistant landlords to consider leasing to these individuals in the first place.

Match

Applicants MUST provide at least a one-to-one matching contribution, through either cash or noncash sources. Please provide potential sources and amounts for this matching requirement in the grid below. Indicate whether each source is committed or uncommitted. The total match should be at least as much as the total budget in the Budget section.

Match*

Action	Type of Matching Contribution	Description	Status	Amount
	Private Funds	Emergency Shelter operations payroll expenditures	Committed	\$50,000.00
	Noncash - Real Property	Valuation of Shelter House facility	Committed	\$100,000.00
				\$150,000.00

Note: HUD provides a brief description of matching requirements in the ESG regulations at 24 CFR part 576.201. Some additional information from HUD FAQs can be found from links on the Iowa Finance Authority's ESG page. A link to this page is provided below.

HUD Help Desk Response on matching requirements

Instructions for producing ServicePoint Performance Outcome Reports